THE MOST VITAL AND CHALLENGING ISSUE:

In no other country is the promise of organic unity more immediately demonstrable than in the United States. This nation consists of ancestry from every people on earth and espouses ideals of unity, justice, and freedom that have inspired millions throughout the world. Over the past century great strides have been taken along the path toward these cherished ideals, but the road has been long and thorny and there is some distance yet to be traveled.

In the area of race relations, many advances have been made but the progress at times has been painfully slow and marked with repeated setbacks. People of all races are feeling disappointed and frustrated by what each group perceives to be a failure of the efforts in recent decades at effecting progress in the relations between the races. To rationalize this failure, they have been reacting by retreating to the more familiar ground of racial separation. Recent research indicates that the United States is currently suffering from the greatest segregation between the races in its history. This separation has a devastating impact on society and perpetuates itself by the misunderstandings and fear that it breeds. As a result, we are suffering from the social and economic ills born from a society wracked with disunity.

The resolution of this most fundamental social problem requires an organic change—one that rests ultimately on the common recognition of the oneness of humankind. The purpose of the Mosaic Partnerships Program is to foster that recognition and to build unity as the foundation for social transformation. Such a transformation requires that the social and emotional distance that exists among the races be bridged by close association and fellowship. Strengthening the bonds that unite people of different races and ethnicities elevates communities to a higher degree of social connectedness, trust, and mutual cooperation, enabling it to actualize the latent talents and skills embodied by all its citizenry and advance toward the full realization of its social and economic potential.

Each community must look at the racial situation with new eyes and with a new determination to lend effective support to this most vital and challenging issue. We can no longer afford to countenance the social disengagement and estrangement of the diverse elements of our society. We must make a determined effort to bring people together in the spirit of fellowship. The unity in diversity that this will engender is fundamental to realizing the promising destiny of our country but without which the lofty ideals that we hold so dear will remain a mirage for which we thirst but can never attain.

Our society’s peace, its prosperity, and even its stature in the eyes of the on-looking world depend to a great extent on the resolution of this challenge. Let us show the world our resolve to reach the heights to which our American ideals aspire, which we have boldly inscribed on our national monuments. Let us take the next step in our evolution toward creating a society that lives the ideal of unity in diversity—taking hold of the torch of oneness and shining as a beacon of hope in a world that has become darkened by discord. Within this ideal is held the promise of the unalienable Rights of Life, Liberty, and the pursuit of Happiness guaranteed by the document that gave birth to our country. So let us pursue the ideal of unity with determined vigor and build its foundation person by person, community by community—transforming our society, two hearts at a time.
SOME ANSWERED QUESTIONS

I. General
   A. What is the Mosaic Partnerships Program?
   B. Why should a community implement the Mosaic Partnerships Program?
   C. What is Social Capital?
   D. What makes the Mosaic Partnerships Process successful?
   E. Is the Mosaic Partnerships Program adaptable?

II. The Mosaic Process
   A. What is the Mosaic Partnerships Process?
   B. How are the participants selected?
   C. Why does the Program begin with the leadership of the community?
   D. How does the Program reach into the non-leadership level of the community?
   E. How are the participants paired?
   F. How many participants go through the program?
   G. How are the coaches selected?
   H. How are the coaches trained?

III. Program Implementation
   A. What is Idea Connections’ role in the implementation?
   B. What is the city’s role in the implementation?
   C. What is the involvement of the sponsoring institutions?

IV. Measurement and Outcomes
   A. How is the Program measured?
   B. What have been the outcomes of the Program?

V. Relationship with Other Social Change Programs
   A. How does Mosaic Partnerships relate to other social change programs?
   B. How is Mosaic Partnerships different than other social change programs?
   C. What is the cost of Mosaic Partnerships compared to other similar programs?

VI. Participant Comments
SOME ANSWERED QUESTIONS

I. General

A. WHAT IS THE MOSAIC PARTNERSHIPS PROGRAM?

Mosaic Partnerships is a multi-stage program designed to improve a community’s health by building bridges between differences and advancing race-relations. The Mosaic Process advances a community along the path of trust building and social connectedness, both individually and across networks. In this way, it works to increase the community’s level of social capital—the “invisible civic glue” that holds a community together. (For an overview of social capital please see the section below “What is Social Capital?”)

Mosaic Partnerships approaches community building by addressing what is likely our greatest social divide, race and ethnicity. The Mosaic methodology fosters trusting relationships between members of the community who are paired across race and/or ethnicity, starting with the leaders of the community. The participants engage in a guided relationship over the course of one year. The Program cascades deeper into the community with each subsequent one-year phase.

B. WHY SHOULD A COMMUNITY IMPLEMENT THE MOSAIC PARTNERSHIPS PROGRAM?

There are two trends occurring in the United States that are applying pressure on our communities’ ability to prosper. First, the United States is undergoing a significant shift in its demographics. The country is becoming increasingly diverse. In 1980, people of color comprised less than 20% of the U.S. population. By 2042, the so-called “minority” population is projected to become nearly 50% of the U.S. population.
Second, in the last few decades, there has been an erosion of social capital in our American communities. Research shows that we are becoming increasingly disconnected from each other—living a more isolated and siloed existence.

The increased diversity in our communities should be a source of strength and vitality. But if we remain disconnected from each other, particularly across race and ethnicity, this diversity will result in further divisiveness, conflict, and social and economic stagnation.

Most large communities are rapidly becoming more diverse. Cooperation among the various racial and ethnic groups, which requires trust, is essential for a community to prosper. Communities where diversity is not embraced, suffer from lack of collaboration, fragmented planning, and racial estrangement. On the other hand, a community that builds social trust and interconnectedness is able to draw strength from its diversity and align itself with the world’s transition into a global community.

Recognizing that trust is the first step to create and sustain positive social change, building that trust through developing deeper relationships is at the heart of Mosaic Partnerships. In implementing the Program, we have found that increased trust leads to improved communication and understanding, the connecting of personal and professional networks, enriched and meaningful dialogues, and community action on the part of the participants. These outcomes not only break down barriers and reorient the way the participants view race and community, but increases social capital and enhances a community’s ability to reap the benefits of its diversity.

**Mosaic Mechanism:** Personal transformation resulting in social and economic change

The importance of the Mosaic Program’s ability to create interchange between social networks can not be overstated. The connection across networks creates the “weak tie” relationships that are crucial to the economic development of a community. (“Weak ties” refer to the link between people that are more distant; whereas strong ties are those which one has with people with a sociological niche similar to their own, e.g., relatives and intimate friends.) While strong ties have their benefit in a community, in that they undergird solidarity, it is the weak ties that are the key mechanism for mobilizing resources, ideas, and information, whether for finding or filling a job, solving a problem, responding to a crisis, launching a new product, locating a service, establishing a new enterprise, etc. Weak ties are also crucial to the creative environment of a community because they allow for rapid entry of new people and absorption of new ideas. In short, strong ties are good for “getting by”; weak ties are good for “getting ahead”. The ability of the Mosaic Process to bridge the diverse networks of people within a community and, thereby,
create and proliferate these weak ties, particularly across race and ethnicity, ultimately leads to the prosperity of the community as a whole.

C. WHAT IS SOCIAL CAPITAL?

Social capital refers to our community connectedness, as individuals and networks of individuals. Some of the measures of social capital are the level of: social trust, informal social interaction, interconnectedness of social networks, norms of reciprocity and mutual cooperation, community and civic participation, and membership in voluntary organizations.

Much research has been conducted in the past several years on the effects of social capital. The conclusion drawn from this research shows that social capital, like financial capital and human capital, has a significant impact on the productivity of individuals, organizations and communities.

The research also demonstrates a clear and direct correlation between levels of social capital and several social and economic characteristics of a community. For example, communities with high social capital enjoy greater academic achievement, their children are healthier (both physically and psychologically), they have reduced levels of crime, their governmental institutions operate more efficiently, and their citizens are healthier and happier.

The level of social capital also affects economic prosperity. Communities with high social capital are more economically efficient as they experience reduced transaction costs and a free flow of information that facilitates the creation and fulfillment of opportunities. Harvard University Professor Robert Putnam, author of *Bowling Alone*, states that social capital acts to lubricate the economic life of a community. In *Social Capital: The Missing Link?*, The World Bank states that “social capital is the glue that holds societies together and without which there can be no economic growth or human well-being.” Taking this a step further, Francis Fukuyama, author of *Trust*, says that economies whose citizens have high social capital will dominate the 21st century.
So what does it take to increase a community’s social capital? Professor Putnam states that “to build social capital requires that we transcend our social, political and professional identities to connect with those unlike ourselves.” This is the essence of Mosaic Partnerships. The Mosaic Process encourages and assists the participants to reach beyond their comfort zone and connect with people who they would not normally have the opportunity to get to know below the surface. This process not only results in the personal development of the participants, but it also moves a community further down the path of social connectedness, which has deep and far reaching effects on the future of a community.

D. WHAT MAKES THE MOSAIC PARTNERSHIPS PROCESS SUCCESSFUL?

First, the building of trust, although a simple and fundamental concept, has been overlooked and underappreciated by the various social change programs. Researchers and social scientists continually point to trust as the most basic building block of human relationships. Without trust there can be no sustainable social change. As such, the various elements of the Mosaic Program have been carefully crafted to guide the partner-pairs through a yearlong journey to an ever-deepening friendship and trust.

Second, studies on adult learning styles have found that the most effective means of learning and creating behavioral change is direct personal experience (1st Tier) and the least effective is indirect verbal persuasion or lecture style (3rd Tier). In the middle is direct observation or vicarious experience (2nd Tier). While most programs tend to center on indirect verbal persuasion and vicarious experience, the Mosaic Program focuses primarily on the 1st Tier, direct personal experience.

Participants in the Mosaic Program experience direct learning approximately 60% of the time, vicarious learning about 30%, and lecture-style learning only 10%. Direct learning comes from the partner-to-partner interactions. Not only is this the level where learning and behavioral change is most likely to occur, but it is also where the partners develop the trust necessary to make the second tier of learning fruitful.
E. IS THE MOSAIC PARTNERSHIPS PROGRAM ADAPTABLE?

We recognize that each community has unique history, culture, race relations, politics, and challenges. As such, Mosaic Partnerships was designed to adapt to the various needs and requirements stemming from this uniqueness. Because adaptability is clearly a necessary element to a successful implementation, our first course of action is to form an Advisory Group.

The Advisory Group consists of a diverse collection of trusted and respected members of the local community who have a deep understanding of its cultural, political, historical and relational nuances. Essentially, they act as the eyes and ears for Idea Connections, which affords us the ability to carefully design the implementation to offer the community the best opportunity for success.

Although the Program is very adaptable, there are a few elements which we feel should not be compromised. Through experience and study of various methodologies related to building relationships and trust, we hold fast to certain elements which are fundamental and critical to the Program’s success. For instance, when a community decides to implement:

- it begins with the leaders of the community
- a racially, ethnically, and economically diverse Advisory Group, consisting of respected leaders in the community, is established
- partners represent a broad range of sectors in the community
- a person or group of people who have the respect of the local community, and the ability to make the Program happen (like the Mayor of a city or people of like stature in the community) should be the public Champion and face for the Program
- Idea Connections works behind the scenes to assist the community’s implementation of the Program
- although the media can report on the Program itself, it should not be permitted to interfere with the partners’ relationships in the early stages of their evolution

II. The Mosaic Process

A. WHAT IS THE MOSAIC PARTNERSHIPS PROCESS?

The Mosaic Program is a multi-phased, transformative process for the individual participants as well as for the community. The Program acts to engage the participants across race and/or ethnicity by creating the opportunity and process for them to develop those relationships that are much too infrequent in our communities. The Mosaic Process enables and encourages the participants to begin to engage below the surface level. When this occurs, the humanity in each becomes increasingly manifest, which often sparks within the partners the understanding that difference in our essence as human beings based on skin color is a myth. The
participants then recognize, understand and even rally around their commonalities as opposed to merely seeing their differences. This deeper understanding, along with the trust and friendships that develop, results in the desire and energy to make change, which must then be canalized for the betterment of the community.

**Phase I: Paving the Path Toward Improved Race-Relations and Increased Social Capital**

During Phase I, the Mosaic participants experience a yearlong journey in which they develop friendship and trust with a community leader from a different racial and/or ethnic background. The Mosaic Process promotes the breaking down of pre-conceived notions which hinder the building of a meaningful relationship. This enables the participants to begin to view the world through the eyes of their partner. This new perspective necessarily changes how the participants engage every other relationship in their life—friend, family, professional, etc.—transforming our communities two hearts at a time.

**Phase I Process**

The process involves 16 partner-to-partner meetings, seven cluster group gatherings, and two large group gatherings. The partner-to-partner meetings and the cluster group gatherings work in unison to achieve the goal of deepened and more trusting relationships.

1. **Partner-to-Partner Social Meetings**

   This element of the process utilizes a series of personal exercises to enhance and expedite the development of friendship and trust. Partners are asked to meet for a minimum of 30 minutes at each of their 16 meetings (scheduling of these meetings is left to the participants). We have found that partners, once engaged in this process, will meet for an hour or more. For these meetings, they are provided a series of questions developed by Idea Connections to assist in deepening their relationship.

   Participants are asked to go through four question sets during the course of the year. The questions sets increase in the level of intimacy as the partners’ trust and comfortability grow. However, the participants are only asked to answer those questions with which they are comfortable. In this way, the participants are not required to delve any deeper than they are willing and ready to—they own their relationship.

   This personal level of interaction has many benefits to the development of the individuals and their relationship. It promotes fellowship across differences, fosters meaningful interactions, causes personal reflection, encourages progressive personal development, and deepens the partners’ racial and cultural understanding.
2. **Cluster Group Gatherings**

The cluster group gatherings consist of seven to eight partner-pairs (14 to 16 participants). The cluster groups meet seven times during the year to discuss and reflect on various topics related to relationship building, race, culture, higher societal ideals and regional challenges. Two volunteer coaches from the local community facilitate the meetings.

Cluster meetings are experientially based and primarily designed to further strengthen the relationships between the partners. Because individuals have a variety of learning styles and personal interaction comfort levels, the cluster group gatherings provide another means to cultivate the relationship as well as stimulate personal reflection and augment cultural understanding.

The content of the cluster meetings begins with lighter topics. As the year progresses and trust between the partners grows, the discussions evolve and become increasingly substantive. It is an organic process fashioned to engender the level of trust necessary for the partners to engage in truly meaningful and productive dialogue.

**Cluster 1: Friendship**

The partners embark on their journey to self-discovery and relationship building. They discuss important topics related to friendship and intimacy while continuing to develop their relationship with their partner and the other participants in the cluster group. The interactive exercises are designed to encourage the partners to explore the level of intimacy they have experienced in their other relationships and to foster a fresh understanding of friendship.

**Cluster 3: Culture**

This cluster meeting gives focus to culture and how it can enhance or impede the development of the bonds of friendship and trust. The partners directly experience the mechanisms by which we interpret another person’s culture through our own filters. The exercises are crafted to assist the partners’ understanding of these cultural filters and develop tools for seeing and listening beyond them.

**Cluster 5 and 7: The Other/Monumental Ideals, Parts I & II**

In cluster meeting 5, the partners examine how the United States views difference. The partners explore the implications of this view at the national and community levels, and also consider its impact in their own personal lives. This cluster meeting also draws attention to the American ideals inscribed on our monuments, and upon which this country was founded. The cluster group then looks at how the country reinforces these monumental ideals through its heroes and heroines who promote the cause of freedom.

During cluster meeting 7, the partners delve further into the monumental ideals. They also examine what drives us closer to those ideals and what deters us from reaching them. The partners are also encouraged to determine an action they can take to create positive change and push us further toward achieving the true American dream.
Clusters 2, 4 & 6: Open Discussions

The cluster group discusses topics which are pertinent to the region and center on race and/or ethnicity. Though the participants acquire insights from the diverse world views and experiences of the partners in the cluster group, the primary purpose of the open discussion is to further deepen the intimacy and trust between the partners and the cluster group as a whole. The coaches are trained to facilitate the discussion in a manner that reaches this objective. They act as guides for the discussion, as opposed to teachers, and create an atmosphere that engenders comfortability, invites honest and candid dialogue, and nurtures the developing relationships.

3. Large Group Gatherings

The two large group gatherings are the orientation and the finale. These gatherings bring all the participants together. A portion of the orientation is devoted to partner-to-partner and cluster group interaction. During the finale, referred to as the “Celebration of Difference”, the participants reflect on the key learnings of their yearlong experience. Typically, the Program has been a catalyst for partner-pairs to develop ideas for social and economic development projects in the community, which they share with the other participants at the finale. In later phases of the Program, partners from earlier phases are invited back as “alumni” to discuss their experiences as well.

Phase II: Enhancing Social Capital Through Trust Building and Community Improvement Activity

The second year of the Mosaic Program (“Phase II”) continues to assist the community’s progression toward improved race relations and increased social capital. Phase II consists of two programs operating concurrently—one program for new participants and another for the continuation of the Mosaic Process for Phase I alum.

New Participants: Emerging Leaders, Police Department, High Schools

A second set of natural opinion leaders will experience the yearlong Mosaic Process. Whereas in Phase I the participants were the senior leaders of the community, the second phase consists of the community’s emerging leaders. In Phase II, the community is also provided the option of incorporating a program for the police department and/or high schools. The police program would pair influencers in the police department with neighborhood leaders, or pair police personnel internally. The high school option would pair students from high schools predominated by people of color with students from predominantly White/Caucasian high schools. These options provide a broader reach into the community.

Phase I Alum: Consultation for Community Improvement

The experience of Phase I of creating bonds of friendship and trust, gaining new insights and understanding, and recognizing fresh opportunities for change oftentimes generates the impulse
to take action. In Year 2, the Phase I alum are provided the opportunity to act on that impulse cooperatively and utilize their talents and passion to make real and sustainable change in the community while continuing to build trust and unity within the group. The idea of Year 2 is that individual initiative, personal ability and resourcefulness, though indispensable, are, unless supported and enriched by the collective experiences and wisdom of a group, incapable of achieving solutions to complex social issues.

As such, the participants who opt to continue the Program for Year 2 will meet in cluster groups established for the purpose of consulting on a challenge facing the region. The goal for the cluster group is to generate a solution to the challenge and to engage in its resolution. This process provides the partners the opportunity to affect the collective interests of the region through mutual cooperation, continued exchange of thoughts and views, and action.

Year 2 of the Mosaic Process involves the development of the art of value-based consultation—a process uniquely different from that currently used in most decision-making bodies. The art of consultation involves certain spiritual principles, or what some call human values by which solutions can be found for every social ill. Any well-intentioned group can in a general sense devise practical solutions to its problems, but good intentions and practical knowledge are usually not enough. The essential merit of value-based consultation is that it not only presents a perspective which harmonizes with that which is immanent in human nature, it also induces an attitude, a dynamic, a will, an aspiration, which facilitates the discovery and implementation of practical measures.

Phase I of the Mosaic Program laid the foundation upon which value-based consultation can be built. The partners have developed the relationships, trust, and understanding necessary to delve frankly and earnestly into the oftentimes unacknowledged issues lying below the surface of any social challenge. Not until these issues are identified openly, discussed candidly, and then synthesized will any real solution come to light.

**Year 2 Process**

The cluster group gatherings will be facilitated by coaches versed in this value-based consultative process. The coaches will assist the partners in the development of the qualities and tools required for this type of problem-solving and unity-building consultation. The cluster groups will meet 6 times during the year—every two months. (The cluster group itself may determine that more meetings are necessary to fulfill its task.)

The participants in Year 2 will be re-paired with a new partner and requested to meet and engage in the question sets, as they did in Phase I. Upon mutual agreement, the participants may remain with their Phase I partner if both are participating in Year 2.

**B. HOW ARE THE PARTICIPANTS SELECTED?**

The Advisory Group, a diverse collection of trusted and respected individuals from the local community with a deep understanding of the community and its population, selects the participants based on several factors.
• participants in the first phase of the Program are the senior leaders of the community
• participants should represent the racial and ethnic demographics of the larger community
• a broad range of sectors in the community must be represented from the group selected. For example, sectors range from non-profit, religious, government, business and industry, public housing, immigrant rights organizations, media, finance, neighborhood organizations, community organizations, etc.
• participants are leaders who are trusted individuals with broad influence in the community

C. WHY DOES THE PROGRAM BEGIN WITH THE LEADERSHIP OF THE COMMUNITY?

A community (or organization) effectively changes (1) by creating a critical mass of people who share a common set of values and assumptions, and (2) by maximizing the effective use of natural opinion leaders from the community and its subcultures. These leaders accurately understand and express the opinions of others in their community. Because the community trusts them, they influence others to accept or reject new ideas or changes.

The natural opinion leaders comprise approximately 13% of any given population. They are referred to as the early adopters. Their opinions and actions have great influence on the rest of the population. When a sufficient number of people are influenced by the opinion leaders, a shift in common values occurs and cultural transformation begins.

D. HOW DOES THE PROGRAM REACH INTO THE NON-LEADERSHIP LEVEL OF THE COMMUNITY?

The Program is designed to delve deeper into the community with each phase. The first phase has been for senior leaders in the community. The second phase consists of mid-level leadership. The third phase moves into the general population, but still focuses on the natural opinion leaders. By the third phase, the community is fully prepared to continue the Program indefinitely, putting as many people through subsequent phases as fits with its developmental goals. Communities are also provided the option of having the second and third phases incorporate the police department and/or high schools. (See section II.A. “What is the Mosaic Partnerships Process?”)

Mosaic Partnerships impacts the wider community as it works to increase the level of social capital. Although movement in social capital is gradual and only measurable over several years, the Program directly affects certain measures of social capital—informal social interactions,
interconnectedness of networks, trust, engagement in community improvement activities and volunteerism on the part of the participants. When movement is made on these in-process measures of social capital, we will see movement in social capital over time.

Another way that the Program reaches the general population is when partners implement the Mosaic Process within their organizations or in their neighborhoods. In this way, the Process moves more rapidly through the community. *(For examples, see section IV.B. “What have been the outcomes of the Program?”)*

**E. HOW ARE THE PARTICIPANTS PAIRED?**

Through experience and study of various methodologies related to building relationships and trust, we have developed a systematic approach to pairing the participants. Our methodology has been automated to enable us to pair large numbers of participants expeditiously and efficiently. Participants complete an online survey providing key personal characteristics. They are matched, in a weighed fashion, based on these characteristics. The characteristics that we have found to be the most critical to a successful partnership are given the greatest weight.

Because Idea Connections is unfamiliar with the cultural and social nuances of any given city, before the pairings are made, Idea Connections works closely with the Advisory Group and the City to determine if there are any specific sensitivities that should be considered during the pairing process. For instance, if it is not readily acceptable to pair across gender, this characteristic will be given the appropriate weighting to ensure the fewest amount of these pairings are created. After the initial pairing, Idea Connections again consults with the Advisory Group and the City to make sure that there are no hidden issues in the pairings or other situations that would be contrary to the purpose of the Program. For instance, if a pairing is made between people who are already very close friends or between people who have a long history of animosity and would not agree to be partnered. In short, the pairings are made by Idea Connections; the Advisory Group and the City pair by exception only.

**F. HOW MANY PARTICIPANTS GO THROUGH THE PROGRAM?**

This will vary with each community based on its specific set of needs. For communities of 50,000 we have had 30 participants in the first phase. For communities above 200,000 we have started with approximately 150 to 180 participants. The Program design envisions each subsequent phase to include an increasing number of participants.

**G. HOW ARE THE COACHES SELECTED?**

The Advisory Group recruits potential coaches. The coaches are interviewed and selected by Idea Connections along with the City. The coaches are chosen based on facilitation and coaching skills, level of commitment to community development and their personal orientation toward difference.
H. HOW ARE THE COACHES TRAINED?

The coaches are trained by Idea Connections. In four days of intense training, they experience a condensed version of what the partners in the Program will experience. The coaches are also trained to facilitate the cluster groups and are thoroughly acquainted with the content of the cluster group meetings.

III. Program Implementation

A. WHAT IS IDEA CONNECTIONS’ ROLE IN THE IMPLEMENTATION?

We approach each community from the viewpoint that it is our community. This view drives us to do everything we can to assist the community to achieve its developmental goals. In this light, we approach implementation with the understanding that the Program belongs to the community. Our role is to assist behind the scenes to ensure that the Program is successful for the benefit of the community.

Idea Connections transfers all the necessary tools to the community so it can continue the Program indefinitely. During the first phase, we train all the coaches, the Master Coaches, the Program Director, and the Program Coordinator, and work closely with the Champion and Sponsors. By the end of the first year, all the pieces are in place for the community to implement subsequent phases of the Program. Idea Connections then works with the community on an as-needed basis.

B. WHAT IS THE CITY’S ROLE IN THE IMPLEMENTATION?

The city, or local organization, dedicates staff to assist in the implementation. This staff is trained by Idea Connections. Dedicated staff includes: a Program Director who is responsible for the overall operation of the Program and a Program Coordinator who is responsible for the logistics. Other support staff for these individuals may also be necessary.

C. WHAT IS THE INVOLVEMENT OF THE SPONSORING INSTITUTIONS?

Idea Connections keeps the Sponsors in the loop on all matters related to the Program. Members of the sponsoring institutions are requested to participate as Mosaic partners. We ask that the Sponsors remain visible during the course of the Program. This public visibility is important for the community’s acceptance and support of the Program.
IV. Measurement and Outcomes

A. HOW IS THE PROGRAM MEASURED?

To assess whether the Program is working to improve race relations and increase social capital, we measure using various tools. We are currently utilizing a Relationship Inventory and a Trust Survey to measure the outcomes of the Program. During the course of the year, partners complete on-line surveys providing valuable information regarding their personal progress and the evolution of the relationship with their partner. We also conduct a longitudinal study which tracks 10 partner-pairs over a three-year period. Using these tools, we analyze and evaluate the progress of both the partnerships and the Program in general, as they unfold and develop.

B. WHAT HAVE BEEN THE OUTCOMES OF THE PROGRAM?

We have found that the Mosaic Process builds relationships, encourages informal social interaction, deepens the level of trust, increases the interconnectedness of personal and professional networks, and results in expanded participation of the partners in community improvement activities and volunteerism. Because these are in-process measures of social capital, if they are increasing, then we would expect the level of social capital, which is a longer term measure, to likewise increase.

There have been other outcomes which are best conveyed in the form of anecdotes. They illustrate the true effects of Mosaic Partnerships as the participants take their experience in the Program and manifest it into their lives and the world around them. The following are some examples.

Mosaic Partnerships Program Implemented at Rochester Institute of Technology

In 2001, Dr. Al Simone, President of the Rochester Institute of Technology (RIT), participated in the Mosaic Partnerships Program in Rochester. As a result of his experience in the Program, Dr. Simone was moved to implement Mosaic Partnerships at his university. Recently, RIT made national news for Dr. Simone’s diversity initiatives for hiring and retaining minorities. Both Black Issues in Higher Education and Hispanic Outlook in Higher Education featured RIT as a role model for U.S. universities for recruiting and retaining faculty of color. Dr. Simone attributes a part of this success to the Mosaic Partnerships Program.
Biracial Partnerships Extended to Neighborhoods and Schools

Michael Coniff, a Mosaic Partner in Rochester, is the administrator for a Neighborhood Empowerment Team office in the Maplewood neighborhood of Rochester. In that position, he works to resolve neighborhood issues. Maplewood is experiencing an influx of people of color, which has resulted in increased racial tension in the community. After completing the Mosaic Program, he recognized the Program’s ability to strengthen race relations and build bridges between people. In response to the growing racial divide, he decided to bring the Program into his community.

The Program designed for Maplewood has two parts. First, 30 neighborhood residents will be paired across race and/or ethnicity. They will begin the Mosaic journey to friendship and trust building in September 2005. Second, 15 students from a predominately white high school in the neighborhood will be paired with 15 students from a predominately African-American high school. This part of the Program will run the length of the school year, September 2005 to June 2006.

The Clean Schools Project

After completing the Mosaic Program, one participant, an executive at Eastman Kodak, living in a suburb of Rochester, was inspired to initiate a service project within the Rochester City School District. His first inclination was to contact his Mosaic partner, who was a member of the school board. The school board put them in touch with the principal of a grammar school located in an economically disadvantaged neighborhood where absenteeism due to illness was very high. The school’s kindergarten classroom had become disorganized and unclean. The partner and a group of friends cleaned the classroom completely and reorganized its contents. Not only is the classroom more pleasant but absenteeism has dropped dramatically. The success of this initiative has encouraged this Mosaic partner to plan another project with the school.

Wegmans Food Markets

Danny Wegman, President of Wegmans Food Markets, was a Mosaic partner in the first phase of the Rochester Program. To continue his commitment to make Wegmans “America's Best Employer” to work for (Ranked #1 by Fortune magazine and the Great Places to Work Institute), Danny initiated a student mentoring project for children of various racial, ethnic, social and economic backgrounds. Inspired by the Mosaic Program, Danny involved his Mosaic cluster group, which gladly provided assistance. The purpose of the project is to identify at-risk students in the Rochester City School District at an early age and assign them a mentor through their school years. Students in the mentoring project have achieved better academic success and much higher graduation rates. Wegmans also offers these at-risk students an opportunity to work in Wegmans stores where the mentoring continues in the work environment.

Wade Norwood, Danny's Mosaic partner, assisted the effort by identifying mentors in the African-American community and providing other similar support for the project. According to Danny, he has the way and the will, but not the expertise or knowledge of the community. Wade, as a Rochester City Council Member and very knowledgeable about the city, was able to provide information without which the mentoring project may not have come together.
Home Library Program for School Children

A Mosaic partner has taken steps to develop a project to encourage city students to read. Her goal is to provide a home library for every student in the Rochester City School District. She has begun this endeavor with one second grade class. Initially, each home library will include seven to eight starter books, a book shelf, a reading lamp, and an area rug. This partner has solicited volunteers, starting with her Mosaic Partnerships cluster group, who will go into the school to support this project either by mentoring one student and offering to support the child’s efforts at home, or by reading to the entire class.

Brenda Lee and Sandra Frankel

Brenda Lee and Sandra Frankel offer a prime example of the social capital building fostered by Mosaic Partnerships. Brenda Lee, a Dean at the University of Rochester Medical School, and Sandy Frankel, Brighton Town Supervisor, began their Mosaic partnership in 2001. As an African-American woman, Brenda was reluctant at first to participate in yet another race relations experiment, having experienced her share of failed diversity programs in the past. She was pleasantly surprised about her positive experience in the Mosaic Program and by its unexpected outcome. Her partnership with Sandy developed into a close friendship involving families and friends. Four years later, they share a host of memories including birthdays, surprise anniversaries, children’s weddings, parent’s deaths, Christmas dinners, Jewish foods, and Sandy’s re-election campaign.

Recognizing the impact of the Program, the two partners have become staunch advocates for Mosaic Partnerships. They epitomize the Program’s goals and exemplify its intended outcome in their workplaces and communities. Because of their prominence and respect in the community, the world around them is changing as a result of their transformation. Their ongoing friendship is destined to bring about far reaching changes in the Rochester community.

V. Relationship with Other Social Change Programs

A. HOW DOES MOSAIC PARTNERSHIPS RELATE TO OTHER SOCIAL CHANGE PROGRAMS?

We make it a priority to connect with the various social change programs in the community to understand their mission and to see how Mosaic Partnerships could dovetail with them. Also, we make sure to include them in the Mosaic Program and encourage the Mosaic participants to lend their support to the other programs, as we are all working toward the same goal—to improve our communities.

As an example of our efforts to promote other programs, we encourage cities to establish a Mosaic website to provide information for the participants, including information about
the other social change programs in the community. In this way, Mosaic Partnerships acts as a feeder system for other programs.

B. HOW IS MOSAIC PARTNERSHIPS DIFFERENT FROM OTHER SOCIAL CHANGE PROGRAMS?

Mosaic Partnerships is uniquely different from the traditional leadership development programs or diversity training, as its focus is on transformation, rather than information. The Mosaic Program approaches race relations and community building from the standpoint of trust first. Once a certain level of trust is established, the participants are able to engage comfortably on a much deeper level, a level necessary to truly get at the essence of the challenges facing the community.

The Program brings a community back to the basics— interpersonal relationships and deepened trust, which are the essential building blocks of any community. The Mosaic Process develops relationships between people who traditionally do not interact. Because the Program builds trust as its foundation, these relationships tend to be meaningful and lasting. The friendships often lead to a high level of unity between the partners and their cluster groups, which in turn result in community action on the part of the participants.

Another difference between the Mosaic Program and other programs is that Mosaic Partnerships builds relationships and understanding between the people in the community with the greatest influence. When change is made at this level, it has a wide and far-reaching impact on the community as a whole.

Finally, the Program offers a whole community the opportunity for long-term, sustainable social change. All the tools necessary to implement the Program are transferred to the community during the first phase. Therefore, the Program can be continued indefinitely—making its reach unlimited.

C. WHAT IS THE COST OF MOSAIC PARTNERSHIPS COMPARED TO OTHER SIMILAR PROGRAMS?

The cost of Mosaic Partnerships is substantially less per participant than what may be considered a similar program (leadership development, diversity training, etc.). This having been said, we hesitate to compare costs because, to our knowledge, there are no truly comparable programs to Mosaic Partnerships. The Mosaic Program is markedly different than leadership development or diversity training as it focuses on creating trusting relationships between people, which is necessary to sustain positive change. Also, with the Mosaic Program, the community is provided all the technology and knowledge necessary to continue the Program indefinitely.
VI. PARTICIPANT COMMENTS

“The rewards are spectacular. It takes us out of our normal routine. Insanity is doing the same thing and expecting better results. Well, if we want better results, we better do things differently… and this is a great example of that.”

~ Danny Wegman, President of Wegmans Food Markets ~

“It’s about people connecting. If we did this as a community, people engaging across lines, we’d be a stronger community.”

~ Wade Norwood, Rochester City Councilman ~

“… after only a few months, we have already begun to see positive outcomes. Initially, my major concern about the Program was the cost. But what I began to realize is that cost must be considered in light of the deep and lasting impact on our community for years to come. Also, one must consider the cost of not bridging difference in the City.”

~ Mayor Keith Holliday, Greensboro, North Carolina ~

“There is value in the Program. I think it does enhance diversity, understanding and I hope it continues not only here but in other places in the country.”

~ Sandra Frankel, Supervisor, Town of Brighton, New York ~

“The Mosaic Program is a “special opportunity to expand beyond the sphere of friends that they have and meet people who bring something different to the table and may enlarge their understanding by doing so.”

~ Peter Jemison, Seneca Nation Faith Keeper ~

“It’s more than just a project. It changed the way people approach each other and they went back and embedded this approach in their daily lives…. All it takes is some will and some time. It’s the best money I know that can be invested in a community’s future.”

~ Mayor William A. Johnson, City of Rochester, New York ~
LETTERS OF ENDORSEMENT
July 12, 2005

To Whom It May Concern:

I am writing to express the City of Rochester's wholehearted endorsement of the Mosaic Partnerships Program. We launched this unique Program (known here as Biracial Partnerships for Community Progress) in 2001, and it has been a tremendous asset to our community. I believe this initiative will have a profound and lasting impact on our community’s future.

Rochester, along with most large communities, is experiencing a demographic shift in its racial and ethnic makeup. The cooperation of the various groups is essential to move toward an inclusive and global mindset. If this increased diversity is not embraced, the community will suffer from lack of collaboration, fragmented planning, continued racial estrangement, and become mired in social and economic stagnation. In instituting the Biracial Partnerships Program, we wanted to build our social capital to enable us to draw strength from our diversity by mobilizing our diverse resources. With this Program, we are on our way to realizing this lofty goal.

Many of the 250 leaders of the Rochester community who participated in the Program have said that it changed their lives forever. Here are some of the things they have said:

"It's about people connecting. If we did this as a community, people engaging across lines, we'd be a stronger community."
- Wade Norwood, Rochester City Councilman

"The rewards are spectacular. It takes us out of our normal routine. Insanity is doing the same thing and expecting better results. Well, if we want better results, we better do things differently... and this is a great example of that."
- Danny Wegman, President of Wegmans Food Markets

"There is value in the Program. I think it does enhance diversity, understanding and I hope it continues not only here but in other places in the country."
- Sandra Frankel, Supervisor, Town of Brighton, NY

The effect of this Program, however, has extended beyond the participants. It has rippled throughout the Rochester community. For example, Dr. Al Simone, President of the Rochester Institute of Technology (RIT), participated in Rochester's program during 2001. After completing the Program, Dr. Simone decided to implement Mosaic Partnerships at his university. Recently, RIT made national news for Dr. Simone's diversity initiatives for hiring and retaining minority personnel. RIT was featured in Black Issues in Higher Education and Hispanic Outlook in Higher Education as the role model in the U.S. for recruiting and retaining faculty of color. Dr. Simone attributes this accomplishment in part to the Mosaic Program.
The Mosaic Partnerships Program has become a model for bridging the racial and cultural divide that blights our society. Its proven success has already spurred replication in Greensboro, North Carolina, where city leaders initiated it in December 2004. As in Rochester, the Program in Greensboro has received much praise from both the participants and from the community at large.

Other cities around the nation are also taking notice and are looking into the possibility of implementing this Program. News of its impact has even reached across the Atlantic to South Africa, where several inquiries about the Program have been made.

I strongly encourage any community that has a sincere desire to address the persistent separateness of the groups within its borders to take a close look at the Mosaic Program. This Program, like no other I have seen, brings people together and helps them develop the types of relationships that endure. In time, this will produce the kind of systemic change that is long overdue in communities around this country.

I believe this Program's unique, yet simple, approach to building community is extremely important for the future health of our cities... and all it takes is some will and some time. It is the best money I know that can be invested in a community's future.

Sincerely,

[Signature]

William A. Johnson, Jr.
Mayor, City of Rochester
March 29, 2005

To Whom It May Concern:

As the City of Greensboro approaches its bicentennial year, we have identified human relations as a priority. We have set out to build on our rich history of racial issues and advance along a path that will increase trust across races and cultures in our community. The Mosaic Partnerships Program is the flagship of this effort.

Our City, like many others, is at a critical point in preparing for its future, as we adjust to rapidly changing demographics. There are now over 80 nationalities represented in Greensboro, and this number is increasing. Although we have a rich legacy in race relations, a recent survey indicated that we have low social trust. With this in mind, we adopted the Mosaic Partnerships Program to galvanize the community and begin to shift the way we interact, and with whom we interact. Without trust among the various races and ethnicities in our community, we will be left behind as our country continues to become increasingly global.

So far the results of the Mosaic Program have been exemplary. The level of enthusiasm among the participants is high, and, after only a few months, we have already begun to see positive outcomes. As a participant myself, I add to the positive reviews. Although my partner and I are quite busy, we have met more than the Program requests and have begun to develop that deeper level of friendship and trust that the Program promotes.

I am highly impressed that Idea Connections made efforts to connect and work with the other social programs in the City. This has really helped to ease the tension of other groups that considered the Mosaic Program a potential threat instead of an ally in our effort to advance.

Initially, my major concern about the Program was the cost. But what I began to realize is that cost must be considered in light of the deep and lasting impact on our community for years to come. Also, one must consider the cost of not bridging differences in the City. We are now gearing up to expand the Program for next year. This fills me with hope for the continued advancement and prosperity of Greensboro.

Sincerely,

Keith A. Holliday
Mayor